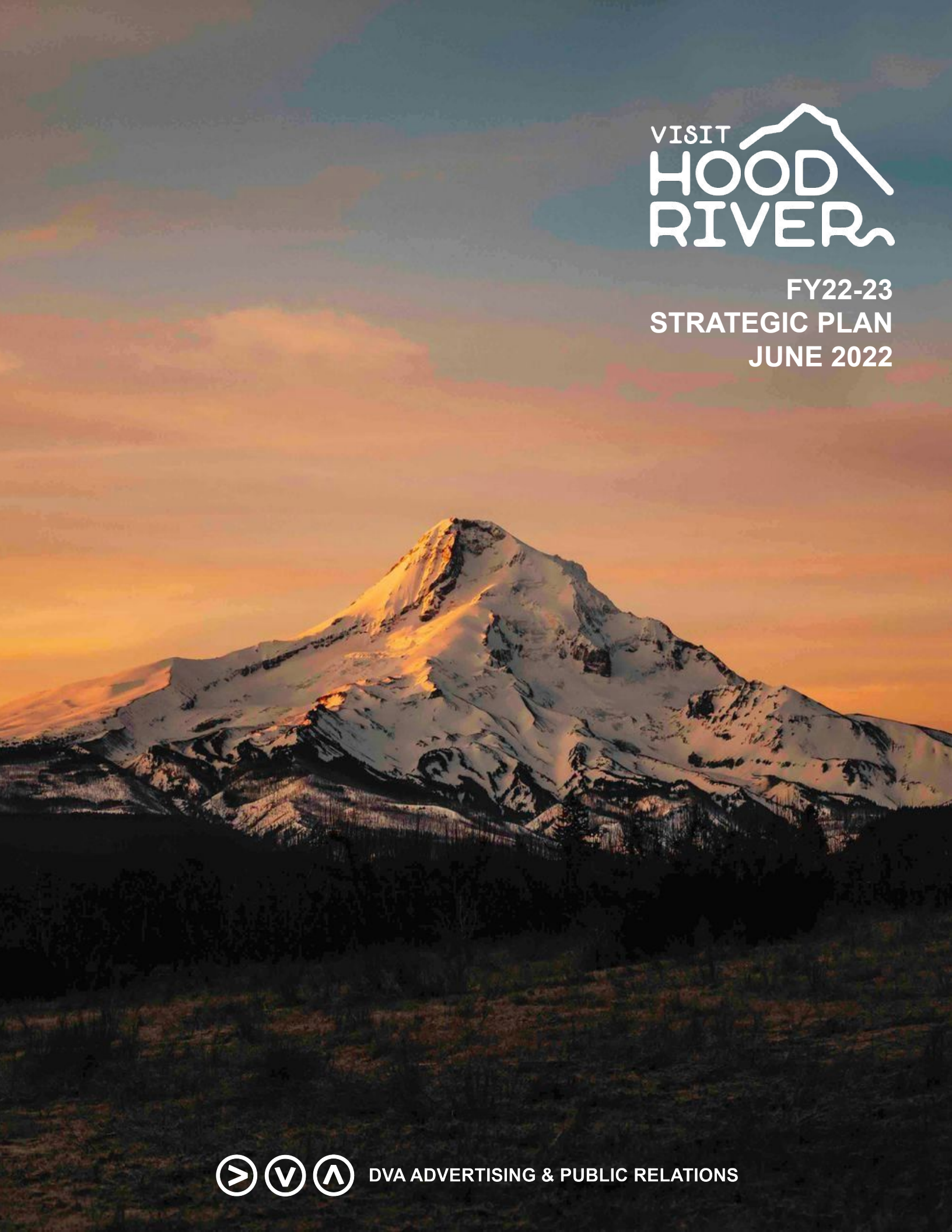




FY22-23
STRATEGIC PLAN
JUNE 2022



DVA ADVERTISING & PUBLIC RELATIONS

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INTRODUCTION

Today's Destination Organizations are charged with much more than simply bringing visitors to their destination. DOs are also now charged with managing those visitors in terms of seasonality, days of week, and traffic flow. The DO needs to be directly involved in the sustainability of the destination and maintaining, or sometimes improving, the quality of life for the residents and the experience of the visitor-facing staff. The DO is taking on more responsibility for individual business success. And in today's social climate, the DO plays a role in how its community addresses diversity, equity, and inclusion, and how the community is perceived by the outside world. Add a never-ending and unpredictable pandemic, as well as chaotic political and economic climates to the list, and we find ourselves in a place where a strategic marketing plan must address a much broader territory than it ever did in the past.

As a DO and Chamber, Visit Hood River is well positioned to be involved in and in some cases drive conversation as it pertains to the issues noted above. The following plan showcases the positioning and tactics across various audiences (including internal) that will be required to make progress in every area. But, make no mistake, even though it might appear that there are a lot of efforts underway, they all lead back to the primary reason for the existence of Visit Hood River in the first place:

Build and sustain the quality of life for the residents and businesses who call Hood River home.



Grow visitation, resulting in increased room tax collections, occupancy, ADR, and RevPAR.

Attract visitors during less visited midweek, shoulder, and off-seasons.

Utilize promotion efforts to direct traffic to individual businesses throughout the region.

Position Hood River as a place worthy of respect and protection.

Drive community initiatives around diversity, equity, and inclusion.

MEASUREMENT

We'll have plenty of indicators along the way on whether our efforts are successful, including earned media value, digital advertising performance, website traffic, organic social engagement, and clicks from the website to book or visit a stakeholder site. However, the real metrics that will measure our success against the goals listed above will come from the following sources:

- ➡ Report on and compare year-over-year (including look-backs to 2019) lodging tax collections, ADR and RevPar, including seasonal trends
- ➡ Report on and compare year-over-year (including look-backs to 2019) visitor numbers, origination, length of stay, and activities
- ➡ Report on and compare year-over-year (including look-backs to 2019) reported group and event bookings
- ➡ Report on and compare year-over-year mentions of individual businesses, and clicks to business sites from VisitHoodRiver.com
- ➡ Survey stakeholder satisfaction with VHR efforts annually and report on those results year-over-year (using FY23 as a benchmark year)
- ➡ Survey in-market visitors, as well as potential visitors as to their awareness and perception of the destination, including recall of sustainability and DEI messaging on a biannual basis (recommend alternating in-market and out-of-market research so there is always one study in progress each year)

WORK PLAN OVERVIEW

The goals noted above will be achieved through five primary categories of work:

Drive consumer visitation

- Grow visitation resulting in increased room tax collections, occupancy, ADR and RevPAR
- Attract visitors during less visited shoulder and off-seasons

Promote local businesses

- Grow visitation resulting in increased room tax collections, occupancy, ADR and RevPAR
- Attract visitors during less visited shoulder and off-seasons
- Utilize promotion efforts to direct traffic to individual businesses throughout the region

Support group/event sales

- Grow visitation resulting in increased room tax collections, occupancy, ADR and RevPAR
- Attract visitors during less visited shoulder and off-seasons

Build a sustainable destination

- Position Hood River as a place worthy of respect and protection

Participate in and promote a welcoming community

- Drive community initiatives around diversity, equity and inclusion



DRIVE CONSUMER VISITATION

The core of VHR's marketing program is aimed at driving consumer visitation, both overnight and day trip, throughout the year, with a special focus on shoulder and off seasons, as well as midweek.

TACTICS

Creative concepting/messaging/ads

- While the creative that showcases Visit Hood River to the world will be consistent across the workplan, the largest audience to that creative will be individual consumers and thus will drive the creative concepting.
- DVA will concept multiple creative campaign approaches for consideration and once we've landed on a final, approved campaign, we'll develop the assets needed to consistently convey our messages across paid media, website, email and other externally-facing products.

Content plan

- The bulk of our ongoing communications efforts, executed across paid channels, owned organic channels, email and website, as well as public relations, are driven by a content plan and a Go-to-Market (GTM) strategy.
- The Go-to-Market strategy is described in more detail on page 9, but basically, it involves planning, coordination, and timely execution to ensure messaging meets consumers ahead of decision points in their path to purchase.
- We've already built out a content calendar that outlines more than a year in advance the messaging and channels we'll be utilizing so we can prepare assets and buys accordingly.

Paid media

- The paid media strategy, primarily digital, is guided by a sales funnel approach more completely described on pages 10 and 11 below. We utilize a range of channels to ensure we address targeted audiences at appropriate stages in their exploratory and planning stages, then follow them through booking and subsequently bringing them back to the destination again.
- This entire strategy is informed by data obtained through VHR's Google Analytics, but soon also by data that will show us a three-year lookback at visitation patterns so we can specifically target people and lookalikes that visit midweek, during key seasons, participating in most desired activities and originating from identified markets that provide the most value to Hood River.
- Targeting is based primarily on behaviors and geographic location, secondarily on demographics. Behaviorally, Hood River is looking for individuals, groups and families who are interested in exploration, travel, food and wine/beer/spirits, outdoor recreation and have a history of searching for and physically participating in those things. Data specific to Hood River website and physical visitation will give us precise information on the types of people most likely to visit in a manner we prefer (shoulder/off season, midweek, staying in a lodging property, or spending in local businesses if a day guest, etc. The same data will help us hone our geographic targeting spends, as well.
- The digital strategy already in place incorporates paid social as well as programmatic native and display campaigns, and an aggressive paid search effort that has been shown across other destinations to best drive conversions.

Organic social media

- A key component to building and maintaining a relationship with visitors, as well as businesses and residents, is through organic social media efforts, currently playing out on Facebook and Instagram.
- Our social media plan follows the content plan described above, and involves regular posts, responses to comments and constant evaluation of reach and engagement.

DRIVE CONSUMER VISITATION - CONT.

TACTICS, CONT.

Email marketing

- VHR will continue to build and send a monthly consumer email incorporating timely content identified in the content plan.
- The purpose of email is to provide actionable inspiration for return visits from our opted in travelers. As noted below, both email and organic social are also prime territory for promoting individual local businesses.
- Email success is gauged by opens and clicks versus industry benchmarks.

Website optimization

- As the primary call to action for our digital marketing efforts, the website requires constant updating and optimization.
- We'll be working throughout the year to build out additional long-form content in the form of blogs and sample itineraries, as well as adding more photography and video.
- Additionally, we'll start building out specific campaign landing pages that will serve as more specific and appropriate pages to drive potential visitors from ad campaigns, but will also allow us to more effectively retarget and evaluate the effectiveness of individual campaigns.
- Finally, we're planning to partner with Simpleview, also known as Book Direct, to better capture booking intent from website visitors, allowing them to search dates and costs for lodging in and around Hood River, which provides a better user experience, but also gives us a better picture of the booking planning and intent of website visitors.

Public relations

- The PR strategy around consumer visitation will be focused on generating interest, awareness, and visitation among targeted media and influencers.
- In addition to proactive outreach efforts, a destination like Hood River also receives numerous unsolicited media/influencer inquiries which will be reviewed, vetted, and managed accordingly based on timing, story angle, audience, and reach.
- Through a combination of press releases, proactive outreach, media invitations & visits, FAM tours, and more, Hood River will maintain a steady presence in front of key media and influencer audiences, and ultimately their readers, viewers, listeners, and followers.



DRIVE CONSUMER VISITATION - CONT.

FY22-23 DELIVERABLES

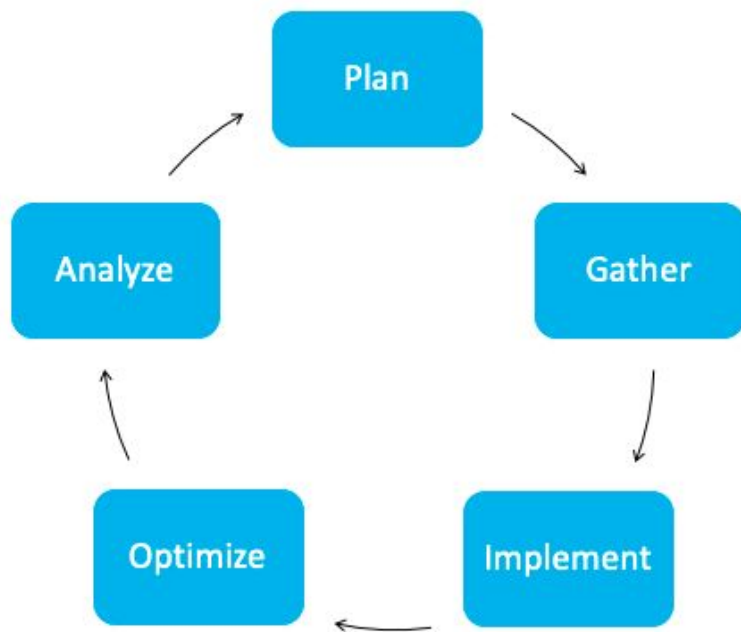
- Visit Hood River creative campaign, including assets required for the remainder of the fiscal year's outreach needs
- Content/Go-To-Market plan
- Media plan & buy
- 3-5 weekly organic social media posts on both Facebook and Instagram, including weekly Instagram stories
- Monthly consumer email
- Website blog posts, a minimum of one monthly
- Website landing pages, a minimum of one per quarter
- Simpleview/Book Direct integration on the website
- PR-specific deliverables:
 - **Media kit/press room** - Continue to update the media kit and website press room.
 - **PR editorial calendar** - Develop and execute a 12-month proactive calendar for drafting and distribution of press releases, invitations, and themed pitches to regional and national media.
 - **Media FAM Tours** - Plan and execute two media FAM tours, one in fall of 2022 around harvest season, and another in the spring of 2023.
 - **Media invitations & hosted visits** - Develop and distribute fall/winter and spring/summer themed invitations encouraging select media and influencers to visit. Host media on an ongoing basis for the purpose of generating feature editorial coverage.
 - **Proactive media/influencer outreach** - Leverage Hood River's many assets to actively recruit editorial coverage and individual visits from travel and lifestyle media and influencers.



GO-TO-MARKET CAMPAIGN PLANNING

Management of major consumer facing tactics requires planning, coordination, and timely execution to ensure messaging meets consumers ahead of decision points in their path to purchase.

To deliver an optimized plan, DVA utilizes a Go-To-Market process that brings transparency, fosters collaboration, and builds consensus among all stakeholders. Our GTM process typically works 6-12 months ahead of launch dates, and identifies key deliverables to execute a campaign across all sections of the sales funnel.



PLAN

- Review business goals, past performance
- Identify new products/services
- Evaluate tactics, identify asset needs and KPIs

GATHER

- Develop assets, assemble media plan and budget allocations

IMPLEMENT

- Launch campaigns

OPTIMIZE

- Review campaign performance across channels, adjust where needed

ANALYSIS

- Review KPIs against business goals

STRATEGY SESSIONS

At regular intervals across the calendar, DVA and Visit Hood River will meet to review performance and strategize for future campaigns including but not limited to:

- **Consumer-facing efforts intended to drive visitation**
- **Meetings, groups, conferences & conventions**
- **In-market diversity, equity, & inclusion**
- **Tourism advocacy & industry/stakeholder support**
- **Sustainability & sustainable tourism initiatives**

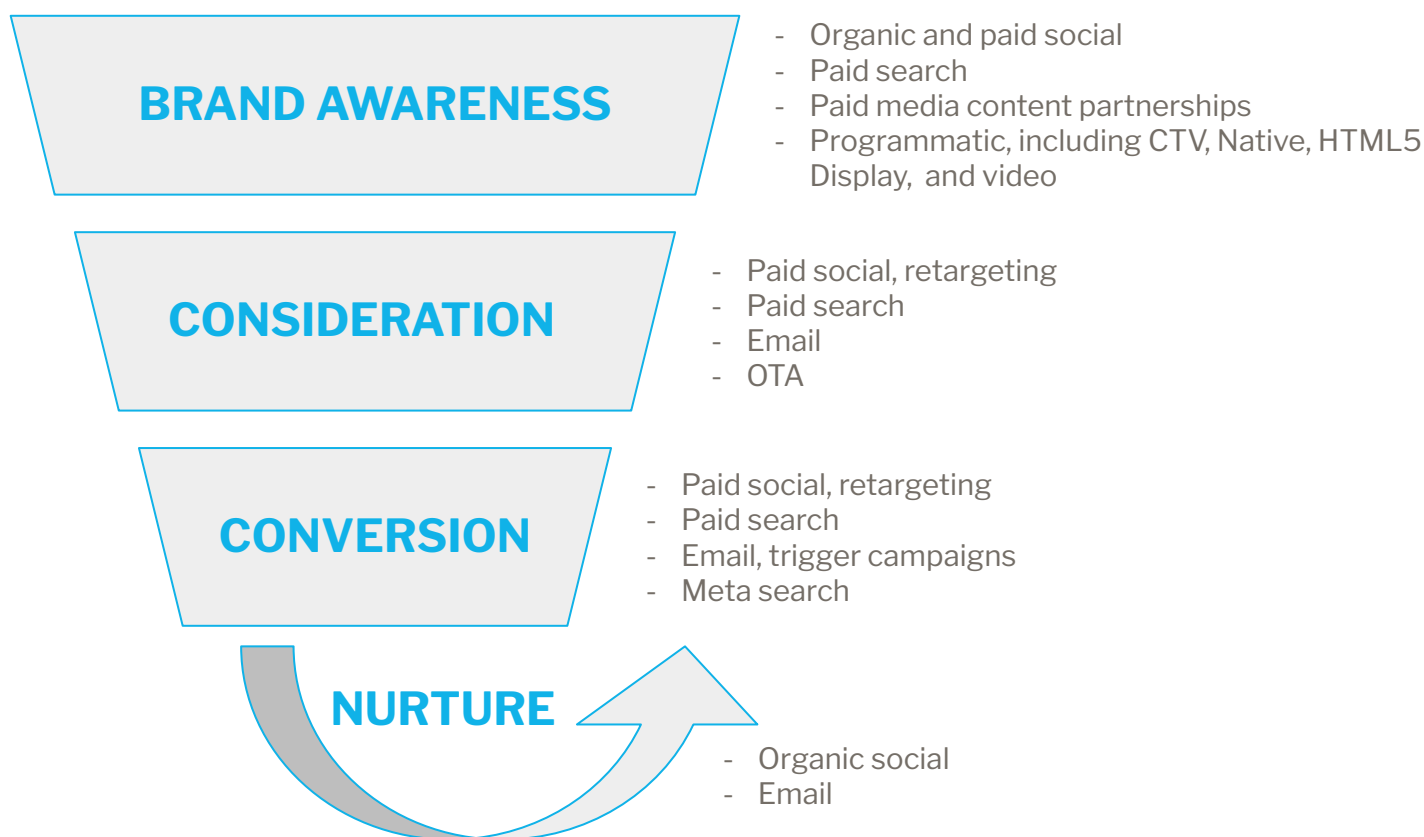
The recommended cadence for strategy sessions would be semi-annually.

THE SALES FUNNEL

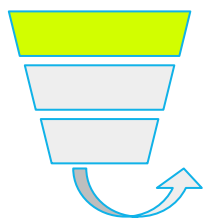
THE SALES FUNNEL

With a solid understanding of key business goals and KPIs, DVA moves into building an optimal media plan, with a thorough Go-To-Market plan as our roadmap.

To help illustrate how DVA puts the various elements of the marketing toolbox to work, we've outlined the sales funnel and the channel/tactics within each stage. At each stage we measure different elements, all in an effort to naturally and intuitively guide the customer through the funnel.



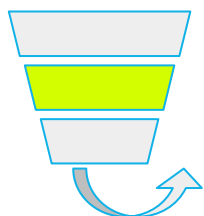
THE SALES FUNNEL - CONT.



TOP OF FUNNEL (ToF) - BRAND AWARENESS

DVA takes a content-forward advertising approach to help engage and drive awareness on owned and third-party channels. A content marketing strategy is built from key brand messaging pillars to be value-additive for the audience; building awareness, demand, and intent, while also building brand/industry authority which can lead to better SEO, improved customer retention, and greater Lifetime Value (LTV).

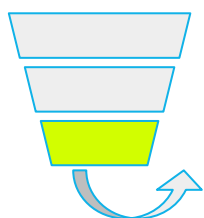
ToF stage KPIs: Reach, engagement, audience growth (both social and owned lists), and site traffic



MID-FUNNEL - CONSIDERATION

As the user moves down the purchase funnel, messaging becomes more specific. Still leaning on content to drive user engagement, the focus shifts to specific destination activities, attractions, promotions, products, and services. Audience targeting narrows and the website becomes more important as user intent increases through site research, email messaging, and retargeting efforts.

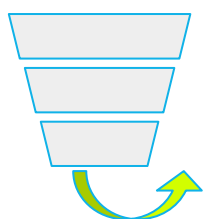
Mid-Funnel state KPIs: Engagement, owned list growth, on-site metrics, and on-site triggers/events



LOW FUNNEL - CONVERSION

The ability to accurately track user intent and behavior is critical for all sections of the sales funnel, but is particularly important for the low funnel conversion-focused tactics. Here messaging will move from awareness and intent building to clear and direct calls to action. Outbound marketing tactics will lead with 'Book Now' CTAs, and inbound audiences land directly on booking pages. Email trigger campaigns will play a critical role in closing the gap for users whose 'shopping' experience ended before a conversion event that we've identified (cart abandonment).

Funnel stage KPIs: Conversion rates, occupancy, clicks to book, and other conversion-based indicators available across the digital ecosystem



RETENTION - NURTURE

Once the conversion is complete, the user/customer moves into the nurture phase of the funnel. This phase is very important, as substantial Customer Acquisition Costs (CAC) have been spent and careful nurturing is required to retain customers and increase LTV.

Retention stage KPIs: Both top- and mid-funnel metrics, as well as conversion-based indicators

OUTCOMES

Through careful management of a user through the entire customer journey, DVA has a proven track record of delivering results on both marketing and business goals:

MARKETING

- Increased site traffic
- Growth across owned channels
- Increased brand authority, demand, and awareness

BUSINESS

- Increased market share
- Increased occupancy during peak and shoulder seasons
- Increased LTV
- Shortened sales cycles

PROMOTE LOCAL BUSINESSES

All the visitation in the world won't matter if local businesses are not specifically benefitting from our efforts in the form of visibility in our marketing efforts resulting in clicks to their digital properties, and ultimately consistent in-person traffic and sales.

TACTICS

Asset building

- Continue to build the photo and video library featuring individual businesses, owners, staff and products

Creative/messaging

- Ensure individual, named and linked businesses, are incorporated into campaign creative

Paid media

- Commit a portion of the paid media campaign to running assets that feature individual businesses, either in the ads themselves and/or in the content pieces and landing pages linked to the campaign assets

Organic social media

- Continue to incorporate a constant stream of always changing businesses in our organic feed with links to the business' social media feed
- Monitor and share local business' social media posts

Email marketing

- Incorporate individual businesses in stories, sample itineraries and other features

Website optimization

- Maintain the business directory, but also link to individual businesses throughout the website within blogs, sample itineraries and landing pages

Public relations

- Continue highlighting local businesses and business owners, featuring locally-owned or managed businesses in media and influencer visit itineraries, and spotlighting the makers, producers, growers, and operators who proudly call Hood River home

FY22-23 DELIVERABLES

- Photos/videos featuring local businesses and products
- A minimum of one weekly organic social media post featuring local businesses/products
- Mentions and/or links to website content containing direct links to local businesses
- Website blog posts and/or itineraries that link directly to local businesses
- Business mentions in press materials and business inclusion in PR-arranged media visit itineraries
- Public relations team initiated quarterly outreach/communication targeting tourism partners, elected officials, and the greater Hood River community

SUPPORT GROUP/EVENT SALES

Groups and events are key to obtaining the off- and shoulder season visitation so vital to Hood River's economy. They also often occupy midweek rooms and amenities. Thus, support for the group and event planners and spaces throughout the region is an important element of the overall marketing strategy.

TACTICS

Asset building

- Photography and videography of event spaces and events themselves will continue to be on the list of desired assets for use on the website and in promotional efforts

Creative/messaging

- We'll develop a set of creative assets that can be utilized to promote group opportunities and events in the region

Paid media

- We'll also commit a portion of the paid digital media budget to target group and meeting planners

Public relations

- Promote Hood River as an ideal off-season meeting destination through a meetings-specific press release, as well as the possibility of a specific meetings/events/groups media FAM tour in FY 22-23

FY22-23 DELIVERABLES

- Photos/videos showing event spaces and events
- Creative assets promoting "holding your event in Hood River"
- Digital ad buy targeting meeting/event planners
- See detailed Public Relations deliverables in the PR section below (page number?)



BUILD A SUSTAINABLE DESTINATION

The “other side” of destination marketing is guiding demand appropriately, and educating visitors, as well as locals, in positive ways to visit and treat the residents, businesses and natural resources found in the community.

TACTICS

Creative/messaging

- Develop digital assets that can be utilized to raise awareness of responsible travel

Paid media

- Specifically budget a portion of the media buy for locally geo-fenced sustainability messaging

Organic social media

- The content plan will include environmental sustainability categories that will be incorporated into regular organic social media posts

Email marketing

- Email is an optimal channel for environmental messaging since it speaks to an audience that is already familiar with and interested in Hood River
- As with organic social, email will incorporate sustainability messaging as per the content plan

Website optimization

- We proposing building out blog posts that specifically speak to responsible visitation

Public relations

- Build sustainable tourism messaging into the FY 22-23 editorial calendar, including a sustainability FAM tour in Q2 or Q3 of the fiscal year
- Implement a quarterly op ed strategy in the local media to remind locals of what Visit Hood River is doing on the sustainability front and to mitigate “over-tourism,” and to reinforce the positive impacts of tourism in the valley
- Develop itineraries that route visiting media and influencers to lesser-known and less crowded areas of the valley, including some of the ‘hidden gems’ that are waiting to be discovered

FY22-23 DELIVERABLES

- Creative assets promoting responsible travel
- Locally geo-fenced digital ad buy conveying sustainability messaging
- A minimum of monthly organic social media posts that focus on sustainability
- Ensure that summer email themes focus first and foremost on responsible recreation
- See detailed Public Relations deliverables in the PR section below (page number?)
- A minimum of two blog posts that focus on responsible recreation, fire safety, water safety, appropriate visitor behavior, etc.

COMMUNITY ADVOCACY

Diversity, equity and inclusion are important elements of a community we all want to be a part of, whether as residents or visitors. Visit Hood River has a responsibility to advocate for, bring visibility to, and engage in the narrative surrounding the importance of welcoming every individual who visits our town or interacts with our residents, and being open and good neighbors to every resident regardless of their beliefs, origins, economic status, upbringing, sexual orientation, political viewpoint, age, or appearance. More than ever, these attitudes, actions, and words are what truly reflect and define a destination, more so than any natural beauty, amenities, location, or history ever could.

TACTICS

Community activism

- Attend, participate in and engage with local efforts around DEI initiatives

Asset building

- Continue to expand the photography and videography library with models who are representative of a broader swath of our residents, business owners and visitors

Creative/messaging

- Develop digital assets that feature a more diverse audience

Organic social media

- The content plan will include social issue categories that will be incorporated into regular organic social media posts

Email marketing

- Email is an optimal channel for social messaging since it speaks to an audience that is already familiar with and interested in Hood River
- As with organic social, email will incorporate sustainability messaging as per the content plan

Website optimization

- We proposing building out blog posts that specifically speak to Hood River's stance on inclusivity



COMMUNITY ADVOCACY - CONT.

TACTICS, CONT.

Public relations

- As part of Visit Hood River's ongoing efforts to more deeply incorporate diversity, equity, and inclusion initiatives and practices into the organization, the public relations plan will prioritize DEI into all PR tactics. These efforts will include, but are not limited to:
 - Identify and prioritize media outlets and influencers that reach a diverse audience that extends beyond what has been traditionally considered the core Visit Hood River demographic.
 - Invite and attract hosted visits from individuals representing the BIPOC, LGBTQ+, and other marginalized audiences to visit Hood River for the purpose of sharing their experiences with their readers, viewers, fans, and followers.
 - Feature women and minority owned businesses, individuals, products, and other services and activities in content developed for the purpose of promoting Hood River as a diverse, tolerant, accepting, progressive, and welcoming community.
 - Recognize the ancestral history, heritage, culture, and role of Indigenous People in Hood River and the Columbia River Gorge, and celebrate their continued presence and impacts today.
 - Work with Visit Hood River and key community constituents to develop and promote critical assets such as the Diversity, Equity, and Inclusion Statement, and an Indigenous Peoples Land Acknowledgement Statement.

FY23 DELIVERABLES

- VHR will seek out appropriate community partners in DEI advocacy
- Photos/videos showing a diversity of people in and around Hood River
- A minimum of monthly organic social media posts that feature someone from the community representing a diverse point of view or experience
- A minimum of one blog post that would likely be guest-written to discuss Hood River's approach to diversity, equity and inclusion
- Diverse media outlet targets, featured people and businesses, and recognition in PR tactics



HOOD RIVER CHAMBER of COMMERCE

Hood River County Chamber of Commerce programs will continue to focus on community vitality, health, and well being for all of us fortunate enough to make Hood River our place to live and do business.

While our organization operates as Visit Hood River, the Chamber's priorities are at the heart and foundation of how we view our role in community stewardship and leadership. As Hood River and the nation look forward, our community-facing Chamber programs will continue to highlight and enhance the quality of life for Hood River businesses and residents with the following programs:

'Stable Table' Stewardship initiatives:

- **Monthly meeting to collaborate with the City of Hood River, Hood River County, The Port of Hood River, MCCEDD and SBDC leadership to discuss our priorities, policies and vision to benefit Hood River as a whole**

Business Leadership and Education

- **Small Business Committee**
 - Increase stakeholder engagement
 - Develop programming that is sustainable and beneficial to our stakeholders, in all industries
- **Chamber Ambassadors**
 - Encourage Stakeholder Engagement
- **Morning Brew**
- **First Thursdays - Business After Hours**
- **Trails support and management initiatives**

Community Matching Grant Program

- **VHR will award \$30,000 annually to key stakeholder program development projects**
- **Funding through our VHR Community Matching Grant Program**

Special Event production and promotion

- **Cross Channel Swim**
- **Hopsfest**
- **Harvest Festival**
- **Halloween Downtown**
- **Hood River Holidays**
- **Ciderfest**
- **First Friday Celebrations**

Public Health and Safety Advocacy and Communications



REPORTING

DVA will provide monthly, quarterly and annual recaps per the detail below outlining results measured and evaluated against key performance indicators, historical figures, and industry benchmarks.

MONTHLY - reported month-over-month and year-over-year with industry and competitive destination comparisons as available

- Occupancy - per the Smith Travel Report
- Average Daily Rate - per the Smith Travel Report
- Website visitation
- Social media engagement
- Email performance
- Clicks to stakeholder sites
- Clicks to book from the VHR site
- Earned media value - per Cision Media Monitoring, measuring against PR goal noted below. Also included in PR reporting will be:
 - Total mentions
 - Audience reach
 - Coverage by media type
 - Sentiment (positive, neutral, negative)

QUARTERLY - reported quarter-over-quarter and year-over-year with industry and competitive destinations as available

- Lodging tax collections
- Visitor origination - per our new data partner
- Digital advertising performance
- Groups/events - per VHR-provided reporting

ANNUAL - reported vs previous years and against competitive destinations as available

- Stakeholder satisfaction results - per annual stakeholder survey
- Destination awareness & sentiment/perception - per annual primary research

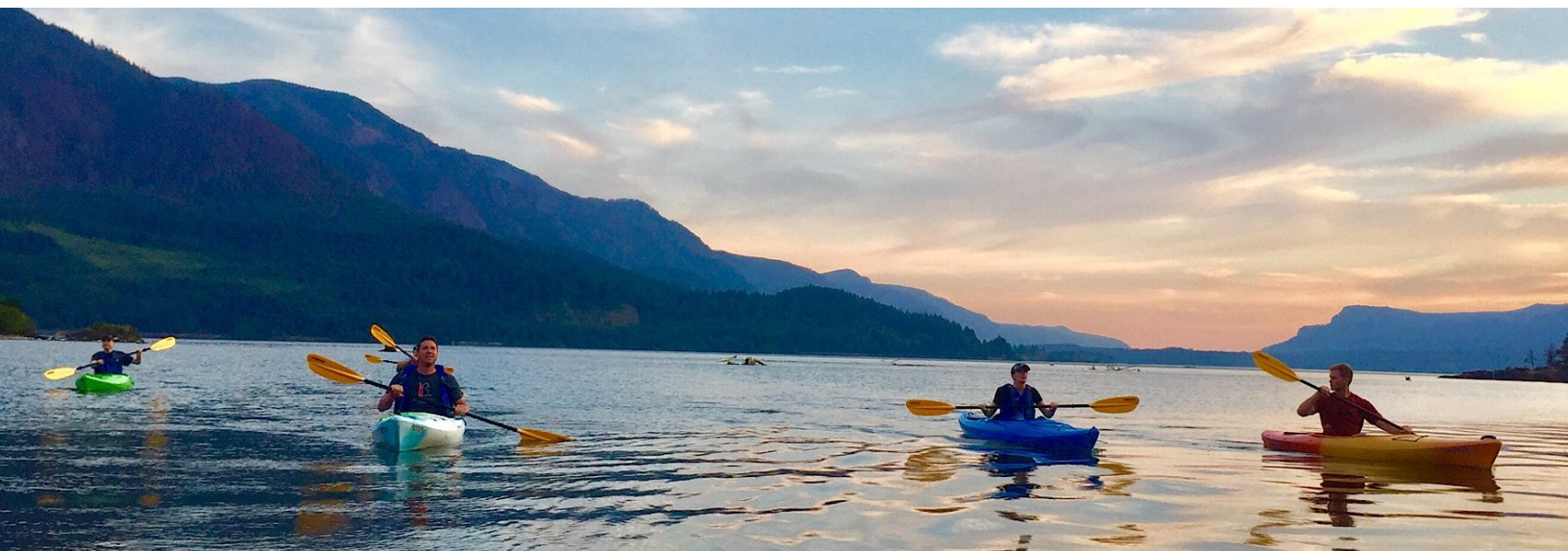
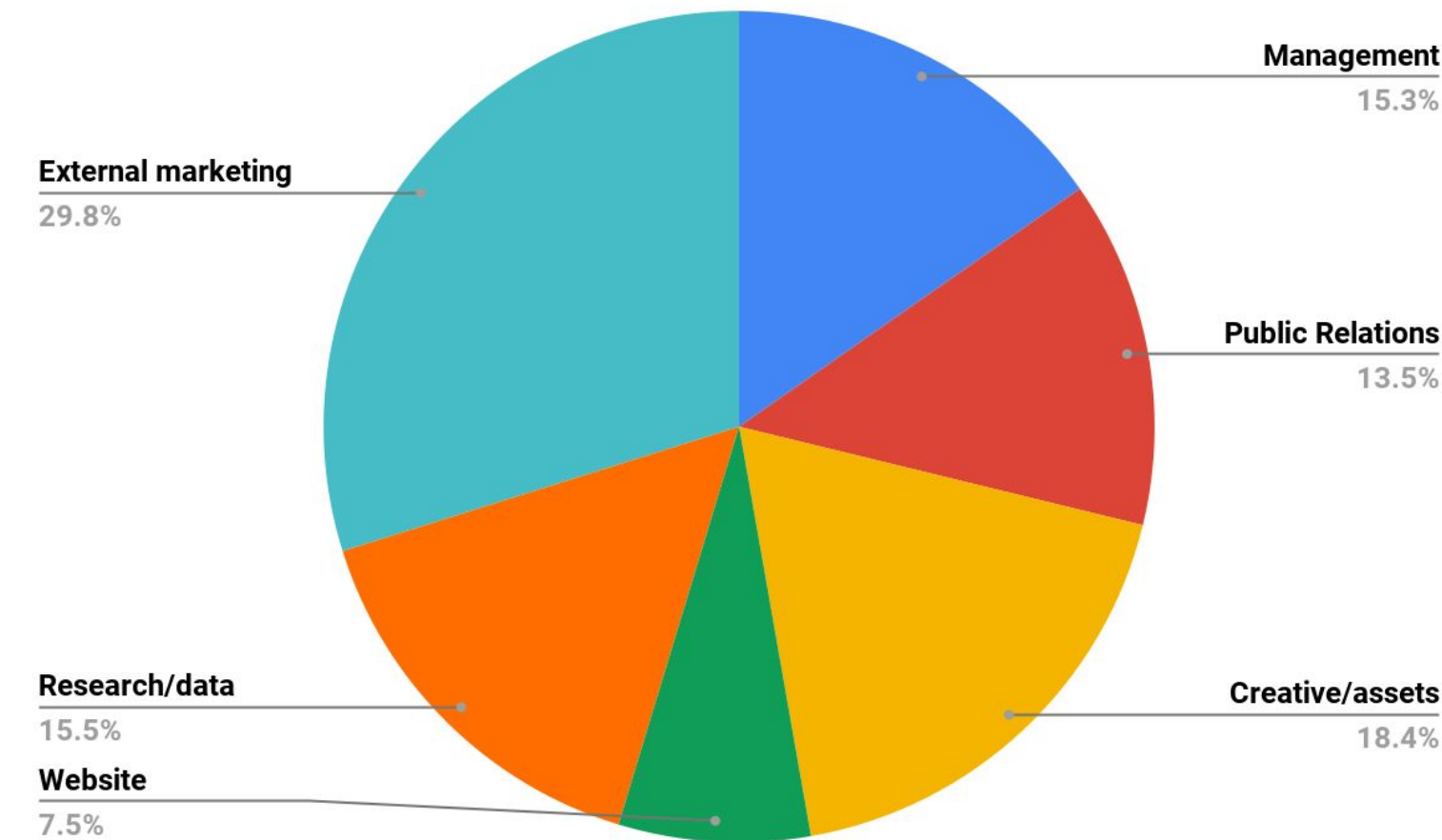
PUBLIC RELATIONS-SPECIFIC METRICS

Specific to public relations, the plan is to generate, at a minimum, a 10:1 return on investment as measured by the advertising equivalency value of earned media coverage. With a \$48,000 budget for the 2022-2023 fiscal year, that translates to \$480,000 in editorial value as a result of public relations efforts.

- Generate \$480,000 in editorial value
- Distribute 12 press releases & pitches
- Host 10 writer/influencer visits

FY 22-23 BUDGET

Following is a breakdown of proposed budget allocation by category. This includes some upfront costs in year one associated with research and asset development, which would likely be reduced in subsequent years. Funds saved in those categories in subsequent years would be deployed to more consumer-facing areas such as external marketing, public relations, and website.



FY 22-23 BUDGET - CONT.

DELIVERABLE	CADENCE	COST PER OCCURRENCE	TOTAL
CREATIVE DEVELOPMENT AND EXECUTION			
Campaign Creative, Post Building, Copywriting	Ongoing		\$38,000
Design Needs (Banners, Stickers, Etc.)	Ongoing		\$7,500
Photography/Videography	Ongoing		\$20,000
Organic Social	Monthly	\$1,470	\$17,640
Email	Monthly	\$870	\$10,440
Public Relations	Monthly	\$4,000	\$48,000
Account Management	Monthly	\$3,000	\$36,000
Website Maintenance & Updates	Ongoing		\$20,000
MEDIA			
Paid Digital (Programmatic, Social, Data-Served, Etc.)	Monthly	\$5,000	\$60,000
Paid Search	Monthly	\$1,500	\$18,000
DATA, RESEARCH, AND PLANNING			
Reporting	Monthly	\$1,200	\$14,400
Data Service	Monthly	\$2,083	\$25,000
Research	One-time	\$30,000	\$30,000
Book Direct	One-time	\$6,500	\$6,500
2024 Strategic Plan	One-time	\$4,000	\$4,000
		TOTAL	\$355,480



THANK

YOU

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DVA ADVERTISING & PUBLIC RELATIONS